

## **PROPOSED PRINCIPAL STATE OBJECTIVES**

*(and organization of sub-objectives to guide the development of action plans and benchmarks)*

### **1. Achieve and sustain higher levels of excellence in teaching and learning, research, and public service in all sectors, valuing differences in institutional missions and using resources effectively and efficiently.**

- *Prepare students at New Jersey's public and private colleges and universities to maximize their potential as individuals and contributing members of society.*
- *Improve performance in student outcome measures that are consistent with differing institutional missions, with a special focus on improving success of groups that have been traditionally underrepresented on our college campuses.*
- *Create and nurture world-class centers, programs, and institutes to increase knowledge, economic prosperity, and quality of life.*
- *Engage students, faculty, and staff in public service on- and off-campus, reaching out to the community, state, nation, and world and imparting lifelong civic responsibility.*
- *Assess the current policies and standards by which institutions are authorized to exceed or change their designated degree levels to meet state-identified needs, ensuring that resources are used effectively and efficiently.*
- *Develop mutually accepted accountability measures based on clear state and institutional objectives to document the achievements of New Jersey's public and private colleges and universities in meeting state needs.*
- *Invest in and improve the quality, reputation, and visibility of New Jersey's public and private colleges and universities so they can compete more successfully for students, faculty, and administrators as well as business and industry partnerships and external funding.*

### **2. Support targeted increases in capacity and specific state and campus programs to 1.) prepare a growing and increasingly diverse population for responsible citizenship in a democratic society, and 2.) attract more New Jersey students to New Jersey institutions and prepare them for high-demand occupations.**

- *Support targeted increases in the capacity of New Jersey's higher education system, using multiple strategies including facility preservation and expansion; increased use of technology; employment of human resources commensurate with the delivery of high-quality education; and enhanced coordination, collaboration, and efficiency.*
- *Actively promote and support the development and appropriate expansion of a diverse world-class faculty and staff to meet the demand for higher education by a growing and diverse population in New Jersey.*
- *Encourage and support specific state and campus initiatives to better reflect the state's ethnic, cultural, and racial backgrounds within all components of the campus community and to build on that diversity to promote social and ethical responsibility and understanding as well as the development of responsible citizens.*

**3. Support financial aid programs that enable New Jersey students from all backgrounds to afford higher education of high quality.**

- *Define what the state wants to achieve through its financial aid investment, assess how New Jersey's financial aid programs can facilitate achieving those objectives, and expand or revise existing programs and/or create new programs.*
- *Establish state policy that supports the provision of opportunity to all New Jersey residents who can benefit from undergraduate and graduate education, reflecting a commitment to social justice and to segments of the community that are now underserved or underrepresented, and recognizing regional differences and differences in institutional missions.*

**4. Encourage and enhance coordination and collaboration between and among all educational institutions in the state, including P-12 schools and associate and baccalaureate degree-granting institutions, to facilitate transition from each educational level to the next, to develop mutually beneficial partnerships, and to improve the quality of teaching at all levels.**

- *Further promote formal relationships between associate and baccalaureate degree-granting institutions that provide for seamless transfer through dual degree programs and guarantee admission to a senior institution.*
- *Smooth the transition of students from high school to college and diminish the need for basic skills development for students enrolling in college directly from high school by strengthening the correlation between core curriculum standards and postsecondary admission requirements.*
- *Encourage and expedite cooperation and collaboration between and among higher education providers and P-12 schools, focusing on improving the quality of teaching, from preschool to college, and closing the academic achievement gap between economically or educationally disadvantaged students and other segments of the population.*
- *Prepare a sufficient number of P-12 teachers to meet growing needs, using a standards-based approach and an increased focus on diversity education and issues for both traditional and alternate route teacher preparation programs.*

**5. Restructure the public research universities to dramatically improve 1.) the quality of medical education in New Jersey; 2.) the state's competitiveness for federal support for biomedical, biotechnology and related research; and 3.) the overall educational excellence of the universities.**

***Vagelos Steering Committee will address this objective – shared goals are listed below***

*Invest in and improve the quality, reputation, and visibility of New Jersey's public and private colleges and universities so they can compete more successfully for students, faculty, and administrators as well as business and industry partnerships and external funding.*

*Compete aggressively and effectively for federal research dollars, using a coordinated approach where appropriate and providing state-level infrastructure to support individual institutions' research, research partnerships within the state, and national collaborative research paradigms.*

*Increase the linkages between corporate and institutional R&D and workforce development, encourage faculty collaboration with industry, and foster broad-based industrial/public sector advisory boards at all levels of higher education.*

*Create and nurture clusters of innovation, linking public and private resources, institutions, and capabilities to advance state and regional economic competitiveness and quality of life.*

*Create and nurture world-class centers, programs, and institutes to increase knowledge, economic prosperity, and quality of life.*

**6. Encourage and expedite systemic, innovative, and institutionalized partnerships and other collaborations between higher education and other sectors of society, including business and industry, the non-profit sector, and the public sector to help meet the state's most pressing workforce needs and to develop nationally competitive programs of research and development.**

- *Compete aggressively and effectively for federal research dollars, using a coordinated approach where appropriate and providing state-level infrastructure to support individual institutions' research, research partnerships within the state, and national collaborative research paradigms.*
- *Increase the linkages between corporate and institutional R&D and workforce development, encourage faculty collaboration with industry, and foster broad-based industrial/public sector advisory boards at all levels of higher education.*
- *Create and nurture clusters of innovation, linking public and private resources, institutions, and capabilities to advance state and regional economic competitiveness and quality of life.*
- *Provide targeted state funding to enable institutions of higher education to help meet the state's most pressing workforce needs.*
- *Improve the preparation of all students for successful participation in the state's workforce with a special focus on entry-level skilled workers for key sectors of the state's economy.*

**7. Establish and implement funding policies and methodologies that provide sufficient and reasonably predictable state operating support and ongoing state capital investments for the senior public institutions, the community colleges, and the independent institutions to provide the fundamental infrastructure necessary to achieve the state's vision for higher education.**

- *Define state operating support policy and methodology for senior public institutions and provide adequate and reasonably predictable state funding.*
- *Reaffirm funding policies and methodologies for the community colleges and independent institutions and provide adequate and reasonably predictable state funding.*
- *Develop clear, long-term policies with regard to ongoing state capital investment in new construction, renovation and renewal, and technology needs at New Jersey colleges and universities.*